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Proposed strategic framework for the period 2014-2015

Part two: biennial programme plan

Programme 25
Management and support services

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Overall orientation

25.1 The overall purpose of the programme, the responsibility for which is vested in the Department of Management, the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the accountability and efficiency of the Organization in managing its resources in four broad management areas, namely, finance, human resources, information and communications technology (ICT), and support services, including procurement and infrastructure; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

25.2 The programme derives its mandates from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213 and 42/211 and the successive annual resolutions on the review of efficiency of the administrative and financial functioning of the United Nations, as well as resolutions 52/12 A and B, 57/300, 58/269, 60/1, 60/260, 60/283, 63/262 and 66/246 addressing issues of the reform and revitalization of the Organization and the move of the Office of Information and Communications Technology to the Department of Management, and other relevant resolutions.

25.3 The programme is focused on implementing key management reform measures approved by the General Assembly, with the support of a communications strategy that ensures that Member States, managers and staff are fully informed of and participate in the efforts to ensure a more effective and results-oriented Organization.

25.4 The Department of Management, in close coordination with the administrative services of offices away from Headquarters, will aim to ensure that all new or revised management policies, procedures and internal controls meet the expectations of Member States as reflected in the resolutions and decisions of the General Assembly, as well as in the relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through policy guidance and more effective support to results-based management approaches, including regular and systematic monitoring and self-evaluation practices, as well as timely performance reporting to Member States to ensure that the Organization becomes fully results oriented.

25.5 The Department of Management will facilitate institutional and senior managers' accountability through: the preparation of programme performance reports for presentation to the intergovernmental organs; the monitoring and administration of senior managers' compacts; and the provision of substantive support to the Management Performance Board. The Department will also closely monitor oversight body recommendations, follow up on the status of implementation, identify material weaknesses, and ensure that remediation plans are developed, and provide the required information to the Management Committee. In addition, the Department will continue its work in the area of accountability, making

proposals for its strengthening within the Secretariat and informing stakeholders of the measures undertaken towards that end.

25.6 Recognizing the importance of the implementation of a systematic approach to risk management and internal control in the United Nations, the Department of Management will continue its efforts aimed at achieving the overall implementation of an effective risk management and control framework through the Secretariat. The framework will enhance the governance and management practices of the Secretariat; strengthen the focus on objectives and increase effectiveness in achieving the defined objectives and mandates given by Member States. Embedded risk and internal control management activities will become an integral part of the processes and operations of the entire Organization.

25.7 The implementation of the enterprise resource planning project, known as Umoja, will continue under the coordinating and oversight function of the Department of Management through the Enterprise Resource Planning Steering Committee. The Department will ensure that the project adequately responds to the needs of the Organization and facilitates the execution of its mandates by enabling a more efficient and effective management of resources (people, money and materials). The Department will ensure implementation of various functionalities of the system while minimizing the burden of change on the Organization and its resources and mitigating organizational and managerial risks. In synchronization with the new enterprise resource planning project, the Department will ensure further development and documentation of accounting policies, guidance and procedures that are compliant with International Public Sector Accounting Standards (IPSAS).

25.8 The management evaluation, as the first step in the formal process of administration of justice, provides management with an opportunity to correct decisions that do not comply with internal law. It complements the efforts of the Department of Management to improve management practices and strengthen accountability. The Department, through its management evaluation function, and within prescribed time limits, will strive to improve decision-making and to reduce the number of cases proceeding to formal litigation. In addition, the Department will establish and implement effective measures to increase transparency and managerial accountability.

25.9 The Department of Management will also provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee.

25.10 The Department of Management will continue to lead the efforts to prepare the Organization for the implementation of IPSAS in 2014 and to ensure the implementation of IPSAS-compliant accounting policies in close collaboration with stakeholders, using change management, training and communication strategies to that end. Work will continue to strengthen managerial controls and accountability in the area of financial management in the context of the Department's implementation of an effective enterprise risk management and control framework, in collaboration with the enterprise resource planning project (Umoja) and the United Nations System Chief Executives Board for Coordination (CEB), including its High-level Committee on Management, and the Finance and Budget Network.

25.11 Human resources reform efforts aimed at the development of a more productive, flexible and results-oriented Organization will continue through strengthened workforce planning, including: the recruitment of high-quality staff; enhanced human resources systems; strengthened performance management and development; support of inter- and intra-organizational mobility; promotion of staff health and provision of medical clearances and medical advice to United Nations facilities worldwide; and monitoring of delegated authority throughout the global Secretariat. The talent management information system will be enhanced to include recruitment, learning management and performance management. Targeted outreach campaigns will be conducted with a view to achieving more equitable geographical representation of Member States and increased female representation and to identifying high-quality candidates. The Department of Management will continue to support and strengthen the integration of the gender perspective and geographical representation into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

25.12 The Department of Management continues to support the implementation of programmes and activities at Headquarters and at field operations through the provision of efficient, cost-effective, transparent, timely and high-quality procurement services. In this regard, the Department will share best practices with other duty stations and other organizations of the United Nations system to further improve its internal controls and to support professional development of staff, and it will continue its effort to identify new vendors, particularly from developing countries and countries with economies in transition, in order to enhance competition. The Department will also ensure the efficient and effective functioning of the Secretariat with regard to office and conference facilities, broadcasting operations, assets management, travel and transportation services, archives and records management, mail and pouch operations and other commercial activities. In particular, the Department will adopt a global perspective in the planning and prioritization of capital and facilities expenditures. It will also ensure the viability of business continuity planning and the integration of emergency preparedness initiatives into the organizational resilience management system.

25.13 As noted above, pursuant to General Assembly resolution 66/246, the Office of Information and Communications Technology was moved to the Department of Management. The Department will provide overall strategic direction and central leadership for the establishment and implementation of Organization-wide ICT and for planning and coordinating ICT activities Secretariat-wide including infrastructure and enterprise systems, with a view to achieving coherence and coordination in the area of ICT within the work of the United Nations and between the Secretariat and the funds, programmes and specialized agencies of the Organization.

25.14 The Department of Management is responsible for the management of the renovation of the historic United Nations Headquarters complex in New York. The project, known as the capital master plan, is under way. It will result in a modern, safe, secure and energy-efficient Headquarters complex that is accessible to all. The Secretariat Building will be completed and reoccupied in 2012, the Conference Building will be reoccupied in early 2013, and the General Assembly Building will be renovated in 2013-2014. The project is being executed in multiple phases, with an estimated overall completion date of 2014.

25.15 The experience gained from the capital master plan will be leveraged to establish a framework that will ensure that the capital value of physical properties at all duty stations is maintained on a long-term basis, with the particular aim of conducting a comprehensive renovation and refurbishment programme for the Palais des Nations to ensure that all health, safety and security concerns are adequately addressed. The Department will coordinate with the United Nations Office at Geneva to finalize the planning phase for necessary renovation works of the Palais des Nations, referred to as the strategic heritage plan. The work to restore the physical condition and preserve the heritage of the buildings at the Geneva complex, which will involve the exploration of alternative financing mechanisms, will commence upon the approval of the General Assembly.

25.16 The Department of Management will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services and expand and develop new common and joint services among United Nations entities in cases where such services would be more efficient and cost-effective than existing arrangements.

A. Headquarters

Subprogramme 1*
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Component 1
Management services

Objective of the Organization: To enhance the effectiveness, efficiency, accountability and transparency of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective and efficient functioning of the Secretariat, in full compliance with legislative mandates and relevant rules and regulations	(a) (i) All new and revised management policies, procedures and internal controls facilitate improved management of programmes and staff
	(ii) Increased implementation rate of recommendations issued by the oversight bodies to the Secretariat
(b) Strengthened accountability throughout the Secretariat	(b) (i) Senior managers annual performance assessments completed for review by the Management Performance Board

* The Department of Management at Headquarters is solely responsible for the implementation of subprogrammes 1 and 5.

	(ii) Timely delivery on institutional performance (programme performance report) for review by the Management Performance Board and intergovernmental bodies
(c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations	(c) (i) Maintenance of the number of days required for the processing of Headquarters Committee on Contracts cases
	(ii) Maintenance of the average number of cases handled by the Headquarters Property Survey Board

Strategy

25.17 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. The subprogramme will play a key role in the development and promotion of good management practices and the introduction of administrative policies and procedures that enable more efficient and effective programme implementation while complying with legislative mandates, regulations and rules. In support of the Secretary-General's commitment to strengthen accountability and transparency, the Office will continue to enhance the Secretariat's accountability framework. As part of that effort, it will guide senior management in the deployment of an enterprise risk management and internal controls framework and will provide substantive support to the Management Performance Board and the Management Committee. In addition, the Office will review the findings and recommendations of oversight bodies, identify material weaknesses and conditions that need to be reported and will follow up on the status of implementation of recommendations and the adoption of remediation plans.

25.18 The subprogramme also includes the secretariat of the Headquarters Committee on Contracts, which supports the work of the Headquarters Committee in its review of proposed procurement actions over a specific threshold, and the secretariat of the Headquarters Property Survey Board, which supports the work of the Survey Board on the disposal of United Nations property and assets.

Component 2
Enterprise resource planning project

Objective of the Organization: To improve the management of the Organization's resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) All business processes for the management of resources and programme performance are efficient, effective and have built-in internal controls and are in full compliance with regulations, rules, policies and procedures	(a) (i) Increased percentage of business processes that are designed or re engineered in full compliance with regulations, rules, policies and procedures

	(ii) Increased percentage of business processes built and tested in the areas of human resources, finance and supply chain and central support services
(b) Technological systems are fully in place	(b) Not to exceed 10-second response time per transaction step from user perspective in high-bandwidth environment

Strategy

25.19 This component of the subprogramme is the responsibility of the Umoja Enterprise Resource Planning Project Team in the Office of the Under-Secretary-General for Management. The enterprise resource planning project (Umoja) combines new techniques, tools, training and technology to improve the business practices of the United Nations Secretariat and to align them with commonly accepted best practices. Rather than release a comprehensive solution as originally envisioned, the revised implementation approach plans to deploy in two phases: Umoja Foundation and Umoja Extension. There are four major project stages: preparation; design; build; and deployment. Umoja Foundation will begin with a pilot in January 2013 and will be fully deployed by December 2014. The build phase for Umoja Extension will be in 2013-2014, with deployment planned for completion by the end of 2015. The principles that guide the design, build and deployment of Umoja include: (a) the widest possible inclusion of the business community; (b) complete coverage of all in-scope processes deployed in two phases preceded by a pilot; (c) functional coverage of the approximately 700 legacy systems that will be replaced by Umoja's single global information system; and (d) effective interface between Umoja and the legacy systems that remain in place.

Component 3
Management evaluation component of the administration of justice

Objective of the Organization: To ensure greater personal accountability for decision-making

Expected accomplishments of the Secretariat	Indicators of achievement
(a) More timely decision-making by the Administration with respect to evaluation of contested decisions	(a) All management evaluation requests are responded to within the prescribed 30- and 45-day time limits
(b) Improved accountability in management related decisions	(b) Reduced percentage of improper or incorrect decisions within the various offices and departments of the United Nations Secretariat
(c) Reduced litigation of cases in the United Nations Dispute Tribunal	(c) Reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation

Strategy

25.20 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. Requests for management evaluations of contested decisions will be undertaken within the prescribed 30- and 45-day time limits. Management evaluation is the final step, before a formal judicial process, to determine whether a mistake has been made or an irregular action taken, and to correct it, if necessary. It is also an opportunity to hold decision makers accountable in cases where an improper decision has been taken. The management evaluation process will also identify systemic issues and lessons learned with a view to improving decision-making in the Secretariat.

Component 4
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings	(a) (i) Full compliance with the submission deadline of the final reports of the committees serviced by the Secretariat (ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services

Strategy

25.21 This component of the subprogramme is the responsibility of the secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination. The strategy to achieve the above objectives will include:

(a) Proactive assistance to the chairpersons and bureaux of the Fifth Committee and the Committee for Programme and Coordination in strengthening and facilitating their work. Provision of analytical and historical information on their proceedings to the bodies concerned;

(b) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications.

Subprogramme 2
Programme planning, budget and accounts

Component 1
Programme planning and budgeting

Objective of the Organization: To secure the resources required for the financing of the mandated programmes and activities of the Secretariat and to improve management of the utilization of those resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Informed decision-making by Member States on issues relating to the programme budget and budgets of the criminal tribunals	(a) (i) Increased percentage of reports and supplementary information submitted by the documentation deadlines (ii) Increased number of Member States expressing satisfaction with the quality of budgetary documents and of the supplementary information provided
(b) Better management of regular budget, extrabudgetary and criminal tribunal resources	(b) Increased percentage of clients expressing satisfaction with the services received

Strategy

25.22 This component of subprogramme 2 is the responsibility of the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. During the 2014-2015 period, the focus will be on:

(a) Developing and implementing policies, procedures and methodology on matters relating to the programme budget and extrabudgetary resources and providing guidance to departments/offices in respect thereto;

(b) Preparing and presenting to the legislative bodies: the Secretary-General's budget outline; biennial programme budgets, including budgets of special political missions and budgets of the criminal tribunals; budget performance reports; and other reports on budgetary matters, including statements of the programme budget implications of new activities, as well as revised or supplementary programme budget proposals;

(c) Continuing the facilitation of deliberations and decision-making on planning and budgetary issues by the General Assembly and its relevant subsidiary organs through the provision of substantive services on programme and budgetary issues;

(d) Enhancing control reporting systems and procedures relating to the implementation of programme budgets and extrabudgetary funds to ensure the economical and proper use of resources;

(e) Improving services to clients, including by monitoring the Division's client service performance, both within and outside the Secretaria , by leveraging technology, including Umoja, to simplify administrative processes and through

continued emphasis on the development of the staff's substantive, technical and managerial skills;

(f) Continuing the monitoring of compliance by offices in receipt of specific delegations of authority in budgetary matters.

Component 2
Financial services relating to peacekeeping operations

Objective of the Organization: To secure the resources for the financing of peacekeeping operations and to ensure the efficient and effective administration and management of peacekeeping operations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved reporting to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and police- and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(a) Increased percentage of budget and performance reports submitted by the documentation deadlines
(b) Increased efficiency and effectiveness of peacekeeping operations	(b) (i) Liabilities for troops do not exceed three months (ii) Increased percentage of clients expressing satisfaction with the services received

Strategy

25.23 This component of subprogramme 2 is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The Division will continue to develop and implement policies and procedures that are consistent with the Financial Regulations and Rules of the United Nations with respect to peacekeeping activities. The presentation of budgets and performance and special reports will be streamlined and will include results-based frameworks, where applicable, and resource requirements and expenditure information will be made more transparent. Cash positions and expenditures will be closely monitored. Advice on budgetary policies, methodologies and tools, as well as on training and guidance, will be provided to all peacekeeping missions. The Division will continue to facilitate, through the provision of substantive services, deliberations and decision-making by the General Assembly and its relevant subsidiary organs on budgetary matters related to peacekeeping.

Component 3
Accounting, contributions and financial reporting

Objective of the Organization: To further improve the quality of financial statements and to secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved integrity of financial data	(a) (i) Unqualified audit opinion of the Board of Auditors on financial statements
	(ii) No more than two significant adverse audit findings related to other financial matters
(b) Timely and accurate financial transactions	(b) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) Reconciliation of bank accounts within 30 days after month's end
(c) Insurance policies that have increased benefits for the Organization	(c) Number of improvements or beneficial adjustments made to terms of insurance policies
(d) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(d) (i) No less than 90 per cent of monthly reports on the status of contributions issued by the end of the following month
	(ii) Increased percentage of pre-session documentation relating to the scale of assessments and the basis of financing of peacekeeping operations submitted by the documentation deadlines

Strategy

25.24 This component of subprogramme 2 is the responsibility of the Accounts Division of the Office of Programme Planning, Budget and Accounts. Emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate financial information. Efforts to simplify administrative processes will continue. The Division will participate actively in the continued implementation of the selected enterprise resource planning system. It will also carry out activities aimed at ensuring the successful implementation of IPSAS. The Contributions Service of the Division will provide effective support to the Committee on Contributions and the General Assembly in the process of reaching agreement on the scale of assessments for the period 2016-2018 and on the basis for financing peacekeeping activities for that period, and it will ensure the timely issuance of assessments and information on the status of assessed contributions. The Division will continue to

ensure the proper application of the Financial Regulations and Rules of the United Nations and of established policies and procedures relating to accounting matters.

Component 4
Treasury services

Objective of the Organization: To ensure the prudent investment of funds and to improve cash-management actions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Continued prudent stewardship of funds in line with the investment strategy through (i) safeguarding principal of investments; (ii) ensuring adequate liquidity; and (iii) investment return	(a) (i) Receipt of investment principal and interest on time (ii) Funds available to meet obligations (iii) Return on the United States dollar investment pool is equal to or above the average 90-day United States Treasury bill rate of return
(b) Improved efficiency, timeliness and security of the electronic payment system	(b) Maintenance of a loss-free record in electronic payments

Strategy

25.25 This component of subprogramme 2 is the responsibility of the Treasury of the Office of Programme Planning, Budget and Accounts. The focus will be on enhancing the reliability of internal controls; further developing the systems for investment and cash management; and increasing efficiency, timeliness and security of the electronic payment system.

Component 5
Financial information operations

Objective of the Organization: To improve the efficiency of financial business processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) All critical Office of Programme Planning, Budget and Accounts systems are fully supported	(a) No unplanned outages of financial systems

Strategy

25.26 This component of subprogramme 2 is the responsibility of the Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts. The focus of its work will be on providing operational support to the Office of the Controller and to all divisions within the Office. The Service will seek to enhance the operation of its functions, provide continuous operational support for critical systems and develop and maintain a coherent vision and information technology strategy for Office systems, consistent with established standards set by the Office of Information and Communications Technology. The Service will:

continue to coordinate services; establish standard system platforms and tools; ensure that sufficient controls are implemented across all critical systems; continue to review and compile the current business requirements of the Office in order to streamline processes; ensure that significant system developments are supportive of IPSAS and the implementation of the enterprise resource planning system; and actively participate in the continued implementation of Umoja.

Subprogramme 3
Human resources management

Component 1
Policy

Objective of the Organization: To align United Nations human resources policies to better meet the evolving needs of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved and modernized human resources policies, including harmonized policies across the United Nations common system, are formulated	(a) Increase in the number of revised/amended administrative issuances, including issuances that harmonize policies across the common system
(b) Improved processing of appeals and disciplinary cases	(b) Provide response to appeals and initiate action within 30 days

Strategy

25.27 This component of subprogramme 3 is the responsibility of the Human Resources Policy Service of the Office of Human Resources Management. The component supports the ongoing reform efforts of the Secretary-General aimed at aligning human resources policies with his vision of a global, dynamic and adaptable workforce, as guided by the General Assembly in its resolutions 61/244, 63/250 and 65/247.

25.28 Particular attention will be placed on the development of human resources management policies; the enhancement of coordination with other organizations of the United Nations common system on system-wide policies regarding salaries, allowances and conditions of service of staff, as established by the General Assembly and the International Civil Service Commission; and the provision of advisory services in respect of Secretariat staff worldwide, including the promotion of increased transparency, responsibility and accountability. The Administrative Law Section of the Office of Human Resources Management will focus on managing appeals more effectively, including representing the Administration before the United Nations Dispute Tribunal and handling the processing of disciplinary cases in a timely manner.

Component 2
Strategic planning and staffing

Objective of the Organization: To foster the sound management of human resources and cultural change in the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff	(a) (i) Increased number of female applicants, particularly for P-4 to D-2 level posts, as well as applications from nationals of unrepresented and underrepresented Member States (ii) Increased placement of candidates successful in the young professionals programme examination from unrepresented and underrepresented Member States to P-1 and P-2 positions in the Secretariat (iii) Reduction in the average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised
(b) Availability of reports to the Security Council, the General Assembly and other intergovernmental bodies to enable fully informed decisions	(b) Member States have access to dynamic online reports on human resources information
(c) Increased efficiency and effectiveness of operations	(c) Availability of the human resources management scorecard tool to all departments and offices, with strategic operational targets and built-in progress reports to monitor success in achieving those targets

Strategy

25.29 This component of subprogramme 3 is the responsibility of the Strategic Planning and Staffing Division of the Office of Human Resources Management. The component supports the ongoing reform efforts of the Secretary-General aimed at the development of a global, dynamic and adaptable workforce, as guided by the General Assembly in its resolutions 61/244, 63/250 and 65/247.

25.30 The Division consists of: (a) the Planning, Monitoring and Reporting Service; (b) the Staffing Service; and (c) the Outreach Section.

25.31 The core functions of the Planning, Monitoring and Reporting Service are to support the management of the Secretariat's human resources, including through: strengthening the new human resources management performance and accountability framework (human resources scorecard); self-monitoring and targeted human resources management support, including on-site support visits; provision of advice to departments and offices on the proper exercise of delegated authority;

efficient and effective implementation of human resources processes; and development of workforce strategies for meeting priorities.

25.32 The core functions of the Staffing Service are to: (a) manage the implementation of the staff selection system; (b) develop and manage components of the talent management system related to staffing as an enterprise talent management tool; (c) contribute to the development of strategies, policies and programmes with a view to promoting a dynamic, adaptable and global workforce with the highest levels of competence and integrity to serve the evolving mandates of the Organization; and (d) develop strategies for the management of the recruitment of young professionals and conduct competitive examinations for recruitment to the Professional category, as well as other examinations, tests and assessments.

25.33 The core function of the Outreach Section is to support the Secretariat in identifying and attracting high-quality candidates through outreach activities and to conduct proactive and targeted recruitment campaigns, taking into account the predicted operational needs of the Organization and the mandates of the General Assembly, particularly on geographical representation and gender balance.

Component 3
Learning, development and human resources services

Objective of the Organization: To promote organizational culture change in the Secretariat in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Increase in the total number of training and learning opportunities undertaken by individual staff members
	(ii) Increased percentage of staff members benefiting from the minimum target of five days' training per year
	(iii) Increase in the number of staff moves in accordance with the Secretariat mobility policy
(b) Improved career development and staff support	(b) (i) Increased number of staff members participating in career development and staff support programmes offered through career resource centres
	(ii) Increased percentage of participating staff members who recognize the positive contribution of career development and staff support programmes

	(iii) Increased percentage of departments and offices expressing satisfaction with advice and support provided by the Learning, Development and Human Resources Services Division
(c) Improved implementation of staff emergency preparedness plans and training programmes by departments/offices	(c) Increase in the number of staff members in the roster for family focal points/call centre volunteers

Strategy

25.34 This component of subprogramme 3 is the responsibility of the Learning, Development and Human Resources Services Division of the Office of Human Resources Management. The Division will focus on developing the current and future human resources of the Organization by providing effective human resources management services and strengthening the integration of the core and managerial competencies into all human resources systems. This would include streamlining of human resources services (processing initial appointments, reappointments, induction, separation, transfer between duty stations and applicable entitlements such as rental subsidies, dependency benefits and education grants); improved advisory services; an enhanced performance management and development system; training and support for career development; supporting staff in balancing their professional and personal lives; ensuring that the programmes are aligned with a more structured approach to mobility in order to meet organizational needs and develop a more adaptable, dynamic and global workforce; and collaborating with departments within the Secretariat and United Nations agencies, funds and programmes in three major areas: risk-based preparedness, emergency response and post-emergency response, within the context of the organizational resilience management system. Emphasis will be placed on working in partnership with programme managers to carry forward human resources management to foster the excellence of the Organization's workforce.

Component 4
Medical services

Objective of the Organization: To ensure that all staff members, including those in the field, are fit to carry out their duties

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Access for staff to adequate health-care services worldwide, including rapid and effective medical response to workplace accidents and illness	(a) (i) Increased number of clients surveyed who responded, expressing satisfaction with services rendered (ii) Maintenance of within 5-day response time for requests for medical clearance (iii) Maintenance of within 1-day response time for requests for medical evacuations

	(iv) Increase in the number of duty stations with a medical component in mass casualty incident plans appropriate to local risks
(b) Increased awareness of staff regarding personal health and disease prevention	(b) Increased number of staff participation in health promotion activities
(c) Improved management, support and monitoring of United Nations health-care services worldwide	(c) Improved level of satisfaction expressed by field medical staff regarding advice and support provided

Strategy

25.35 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office of Human Resources Management. The Division will focus on improving access to and provision of occupational health services to New York-based staff of the United Nations system, including its funds, programmes and agencies. It will remain committed to ensuring improvement in its services for promoting staff health and medical compatibility with job requirements through the review of medical examinations.

25.36 The Division will focus on the health and safety risks in the workplace, including approving and assisting in medical evacuations and repatriations, providing medical inputs to the Crisis Operations Group, developing preparedness plans for public health emergencies and managing the implementation and preparedness of the medical aspects of the United Nations crisis and mass casualty response plans in field duty stations (including United Nations medical emergency response teams). It will continue to perform on-site assessments of health facilities in the field duty stations and regional evacuation centres.

25.37 The Division will continue to provide professional and technical advice to United Nations sponsored dispensaries and civilian clinics of United Nations peacekeeping missions and to coordinate implementation of United Nations policies on health care system-wide. The Division will organize expert panels to interview medical personnel for appointment to peacekeeping missions.

25.38 With a view to further increasing its efficiency in the performance of medico-administrative functions, the Division will continue to enhance and implement its electronic occupational health management system in offices beyond New York Headquarters, including peacekeeping missions.

25.39 The Division will further develop and align its activities with the strategic priorities of the Organization, including specific attention to the managerial mechanisms required to address systemic occupational health, safety and medical needs related to the expanding worldwide field presence of United Nations staff.

Component 5
Human resources information systems

Objective of the Organization: To ensure that information and communications technology systems of the Office of Human Resources Management support human resources functions and enable the effective and efficient functioning of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved implementation of human resources information technology systems, data warehousing and reporting tools	(a) (i) Reduction in the average number of hours to respond to requests for human resources information systems support
	(ii) Implement all Inspira modules, including recruitment, performance management, learning, reporting, mobility and general human resources administration, and enhanced operational and management reporting

Strategy

25.40 This component of subprogramme 3 is the responsibility of the Human Resources Information Systems Section of the Office of Human Resources Management.

25.41 In working towards the objective of the subprogramme, the Section will continue to develop and improve information systems to support the implementation of United Nations human resources reforms, including agreement with the Umoja team on the integration between the two systems.

25.42 Core activities will include support for Inspira, the talent management information system, including system enhancements in the areas of recruitment, learning management and performance management.

25.43 The Section will provide Inspira application development, maintenance and user support. Enhancement of the data warehouse will include the strengthening of the online Human Resources Management scorecard to provide human resources practitioners and programme managers in headquarters locations and peacekeeping missions with self-service tools that enable self-monitoring of targets and performance using human resources action plans as well as monitoring and oversight by Member States.

25.44 The Human Resources Information Systems Section help desk will continue to provide Integrated Management Information System (IMIS) human resources functional support services to the departments and offices at Headquarters and to the offices away from Headquarters, including local area network (LAN)/desktop support within the Office of Human Resources Management. The Section will also continue to actively participate in and support the implementation of enterprise resource planning systems that conform to the standards and directives of the Office of Information and Communications Technology.

Subprogramme 4
Support services

Component 1
Facilities and commercial services

Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat with regard to office and conference facilities, broadcasting operations, assets management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities and broadcasting services	(a) Increased proportion of services provided in accordance with established turnaround time
(b) Improved management of overseas facilities	(b) Increased proportion of capital maintenance programmes of offices away from Headquarters that are standardized, complete and up to date
(c) Operation of a property management system that is fully IPSAS compliant	(c) Recognition by the Board of Auditors that the property management system is IPSAS compliant
(d) Savings achieved in travel costs for the Organization	(d) Maintenance of savings achieved relative to the full cost of travel
(e) Improved efficiency and accountability through long-term management of and accessibility to authentic digital business records, archives and information	(e) Increased number of offices implementing an increased proportion of information systems that meet digital record-keeping standards consistent with and in support of United Nations information and knowledge management objectives
(f) Enhanced timeliness and reliability of mail and pouch services	(f) Increased percentage of on-schedule deliveries of pouch services

Strategy

25.45 This component of the subprogramme is the responsibility of the Facilities and Commercial Services Division of the Office of Central Support Services. During the biennium 2014-2015, the Division will face the challenges of the final stages of hand-over as the capital master plan winds down and the General Assembly Building is completed. The Division will need to reassume full responsibility for ongoing maintenance of the Headquarters facility. The Division will also have to implement property management policies and procedures recognized by the Board of Auditors as being in compliance with IPSAS. In order to achieve the objective of the subprogramme, the emphasis of the work programme will be on:

(a) Managing technology and operational changes at the renovated Headquarters facility by developing long-term maintenance programmes, shifting

away from a historical repair-based approach to a proactive, preventative maintenance approach. This will protect the capital investment and ensure that the value of the newly renovated facility is not impaired. The approach will promote efficiency, operational continuity and environmental sustainability, maintaining energy efficiencies on a continuing basis;

(b) Supporting and maintaining the increased number of conference rooms constructed during the capital master plan, as well as newly installed sophisticated systems such as the buildings management and multi-media systems;

(c) Implementing regular renovation programmes for long-term leased spaces and providing building services to all premises at Headquarters, including annex buildings, in order to ensure a productive and healthy working environment for all occupants;

(d) Coordinating, within the framework of the capital master plan, the reoccupation of the General Assembly Building in a manner that minimizes disruptions;

(e) Improving the efficiency of facility services delivery through the continued implementation of the customer relationship management system and real-time monitoring of key performance indicators, including in the area of office space planning and property management;

(f) Improving the management of overseas properties by incorporating an Organization-wide perspective through the implementation and ongoing management of the strategic capital review of offices away from Headquarters and by closely coordinating a global approach to the prioritization, planning and oversight of the execution of major maintenance, alteration and improvement projects;

(g) Preparing for the post-capital master plan design of the loading dock of the United Nations complex by: coordinating significant operational adjustments, including new workflow processes in the areas of mail operations, receipt of materials and food supplies and their transportation and distribution; creating the necessary physical, information technology and staff infrastructure for the above areas under the new design and workflows; and coordinating and creating the infrastructure for a consolidation of major storage areas into a single centrally operated warehouse;

(h) Maintaining efficient and cost-effective travel and transportation services, in particular through best practices, as well as close cooperation and benchmarking with other organizations of the United Nations system;

(i) Raising awareness and improving capacity for digital record-keeping to comply with United Nations standards through the provision of advisory services, training and web-based tools, in partnership with stakeholders, and by developing and promoting the implementation of the digital preservation component of the United Nations information and knowledge management strategy;

(j) Improving the efficiency of mail and pouch services through continued enhancement of the automated mail sorting, tracking and shipping systems;

(k) Strengthening the policy development and oversight function for facilities management;

(l) Continuing to promote and coordinate, across departments and offices, improved levels of resource efficiency in the Secretariat's operations (as recommended in 2009/2010 reports of the Office of Internal Oversight Services (OIOS) and the Joint Inspection Unit), in line with the Secretary-General's priority that the United Nations respond to the threats of climate change and in order to move the Organization towards climate neutrality.

Component 2
Procurement services

Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of clients responding to surveys who express satisfaction (ii) Reduction in the average number of weeks between the creation of the bid instrument and the contract award or purchase order issuance (iii) Reduction of complaints by clients involved in either the registration or tender processes received by the Award Review Board
(b) Enhanced level of international competition	(b) Increased number of eligible vendors from different regions of the world for tender invitations, supported by a single vendor database for the entire Secretariat
(c) Improved compliance with procurement policies, procedures and best practices	(c) Reduced number of adverse audit findings by the United Nations Board of Auditors and OIOS
(d) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	(d) Increased number of vendors from developing countries and countries with economies in transition participating in the United Nations procurement process, ensuring international competition, in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

25.46 This component of the subprogramme is the responsibility of the Procurement Division of the Office of Central Support Services. In order to achieve the objective of the subprogramme, the Division will place emphasis on the following:

(a) Sharing of best practices among organizations of the United Nations system; implementation of electronic tendering and procurement information management systems, in conjunction with the realization of maximum benefits through the implementation of Umoja; continuous review of procedures and guidelines, including the utilization of information technology and development tools; and working closely with requisitioners and stakeholders to enhance the accuracy, quality and timely submission of acquisition plans, as well as the development of source selection plans, statements of work, specifications and objective evaluation criteria;

(b) Strengthening cooperation with the International Chamber of Commerce, the World Chambers Federation and participating chambers of commerce worldwide in disseminating information on United Nations tender requirements, searching for potential suppliers in specific business sectors in which the Organization has a limited source of supply, to be invited for solicitation through their networks, and regularly conducting reviews of vendor performance, including through the use of external resources and vendor screening;

(c) Management and delivery of online procurement training courses and certification programmes and rotating staff between Headquarters and other locations to ensure the consistent application of and full compliance with established policies, procedures and best practices across the Organization.

Component 3
Business continuity

Objective of the Organization: To ensure the viability of business continuity planning and the integration of emergency preparedness initiatives into the organizational resilience management system

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity to respond to disruptions and crisis events	(a) (i) Crisis decision makers meet within 4 hours of a disruption or crisis event
	(ii) Critical process recovery starts within 24 hours of a disruption

Strategy

25.47 This component of the subprogramme is the responsibility of the Business Continuity Management Unit of the Office of Central Support Services. In order to achieve the objective, the Unit will focus on:

(a) Implementation of a maintenance, exercise and testing regime at Headquarters, offices away from Headquarters and the regional commissions to ensure successful implementation of the business continuity plan in a crisis event, including regular testing of the plan, training of crisis decision makers and the performance of yearly simulation exercises with crisis management teams at Headquarters, offices away from Headquarters and the regional commissions;

(b) Successful implementation of the organizational resilience management system; increased acceptance of the system by departments and offices; and

increased demonstrated interest in the system by United Nations agencies, funds and programmes;

(c) Sharing of best practices in emergency management and organizational resilience between departments and offices of the Secretariat and agencies, funds and programmes, other United Nations entities and the private sector;

(d) Working closely with the training sections of the Department of Safety and Security and the Office of Human Resources Management to ensure that emergency management elements are mainstreamed into training courses.

Subprogramme 5
Information and communications technology strategic management and coordination

Objective of the Organization: To ensure the efficient, effective and transparent achievement of strategic organizational goals by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved knowledge management, resource management and infrastructure management	(a) (i) Increased number of common applications and services and infrastructure made available through knowledge management, resource management and infrastructure management programmes
	(ii) Increased number of high-level business cases complying with established governance processes
	(iii) Increased number of systems and infrastructure consolidated in enterprise data centres
(b) Use of ICT resources optimized according to common standards	(b) Increased number of Organization-wide ICT standards, guidelines and procedures implemented
(c) Improved coordination, collaboration and coherence within the United Nations system in all matters related to ICT	(c) Increased number of system-wide harmonization efforts

Strategy

25.48 The subprogramme is the responsibility of the Office of Information and Communications Technology. The Office will focus on integrating ICT functions across the Secretariat, achieving coherence in and coordination of those functions within the Organization, establishing an operationally effective ICT governance structure with clear lines of authority and accountability and fostering deeper coordination and collaboration within and across the organizations of the United Nations system in all matters related to ICT, in accordance with the information and

communications strategy approved by the General Assembly. In this context, the efforts will focus on:

(a) Development of global ICT governance structures, policies, processes and standards to manage ICT more effectively;

(b) Establishment of strategic programmes for knowledge management, resource management and infrastructure management to achieve a better alignment of ICT efforts with the needs of the Organization;

(c) Critical reviews of ICT initiatives and services to optimize the use of ICT resources;

(d) Increased coordination and collaboration on ICT with other United Nations entities, including harmonization efforts (either directly or through the CEB High-level Committee on Management/Information and Communication Technology Network), including common United Nations system directories, global network development and ICT cost benchmarking;

(e) Review of all ICT initiatives and operations of the Secretariat.

Subprogramme 6
Information and communications technology operations

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the functional and operational goals of the Organization by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Increased number of substantive services automated or enhanced by ICT projects (ii) Increased percentage of ICT services enhanced or automated (iii) Percentage of ICT services that meet agreed upon service levels
(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of ICT services provided with increased maturity levels, as defined by best practice frameworks (International Organization for Standardization (ISO), the Information Technology Infrastructure Library methodology or the Control Objectives for Information and Related Technology (COBIT))

Strategy

25.49 The subprogramme is the responsibility of the Office of Information and Communications Technology under the strategic direction of the Chief Information Technology Officer. The emphasis of the work programme will be on:

(a) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of ICT solutions, with a focus on improving the management of information and resources;

(b) Identifying service requirements and defining commensurate delivery and support activities and structures;

(c) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(d) Promoting the appropriate use of open source software in the Secretariat;

(e) Enhancing service and performance management;

(f) Developing and implementing a standardized global service catalogue to improve services provided by the Office of Information and Communications Technology and other relevant ICT units in meeting the strategic goals of the Organization.

B. United Nations Office at Geneva*

Subprogramme 2
Programme planning, budget and accounts (Geneva)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Geneva

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Overall resources for the programme budget are better managed	(a) (i) Reduced unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation
	(ii) Reduction in the turnaround time for the issuance of extrabudgetary allotments
	(iii) Percentage variance between allotments and expenditures
(b) Improved integrity of financial data	(b) (i) Unqualified audit opinion of the Board of Auditors on financial statements
	(ii) No more than two significant adverse findings related to other financial matters

* The Department of Management at Headquarters is solely responsible for the implementation of subprogrammes 1 and 5.

(c) Timely and accurate financial transactions	(c) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents (ii) Reconciliation of bank accounts within 30 days of month's end (iii) Percentage of automated disbursements

Strategy

25.50 The subprogramme is the responsibility of the Financial Resources Management Service. The strategy to be employed to achieve the objective will include:

(a) Participating in the formulation of, and keeping abreast of, changes and developments in the United Nations policy on budget, finance, treasury and related areas, in particular the new enterprise resource planning system and IPSAS. The IPSAS support team at the United Nations Office at Geneva will continue to collaborate with Headquarters to mitigate risks and ensure implementation of IPSAS according to plan;

(b) Closely liaising with Headquarters and communicating with and advising, in a timely manner, the entities serviced by the United Nations Office at Geneva on financial management;

(c) Reviewing, on a regular basis, the workflow procedures in order to identify ways of ensuring more effective financial management and more efficient work processes;

(d) Conducting, as part of ongoing activities, risk assessment, introducing mitigating actions or strengthening systems of control;

(e) Ensuring strict compliance with the Financial Regulations and Rules and the financial policy of the United Nations.

Subprogramme 3
Human resources management (Geneva)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Geneva in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Percentage of staff members benefiting from the minimum target of five days' training per year (ii) Percentage of staff responding to surveys who express satisfaction with the overall services provided by the Human Resources Management Service

(b) Improved recruitment, placement and promotion, as well as facilitation of greater geographical representation and gender balance of staff	(b) (i) Percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges (ii) Increased percentage of female staff in the Professional and higher categories (iii) Reduction in the average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised

Strategy

25.51 The subprogramme is the responsibility of the Human Resources Management Service. The Service will aim to implement the Secretary-General's programme of human resources reform in accordance with intergovernmental mandates. In particular, attention will be focused on aligning the services provided with the current priorities of the Organization in the areas of: (a) staff selection and administration; (b) staff development and learning activities in the areas of career development and support, competency and skills development; (c) medical services, including health and wellness programmes; and (d) encouraging mobility to foster a more versatile, multi-skilled workforce.

Subprogramme 4
Support services (Geneva)

1. Objective of the Organization: To ensure the effective and efficient functioning of the United Nations Office at Geneva with regard to office and conference facilities management, asset management, travel and transportation, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided in accordance with established turnaround time
(b) Improved management of properties	(b) All capital maintenance programmes that are standardized, complete and up to date
(c) Savings achieved in travel costs	(c) Increased savings achieved relative to the full cost of travel

2. Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts

	(ii) Reduction in the number of days between final statement of work and contract award
(b) Enhanced level of international competition	(b) Increase in the number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition	(c) Increased number of vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

25.52 The subprogramme is the responsibility of the Central Support Services. Emphasis will be placed on enhancing the efficiency of facilities management and providing cost-effective, efficient and high-quality procurement and travel services.

Subprogramme 6
Information and communications technology operations (Geneva)

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the operational goals of the Organization by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Increased number of substantive services automated or enhanced by ICT projects (ii) Percentage of ICT services enhanced or automated (iii) Percentage of ICT services that meet agreed upon service levels
(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of ICT services provided with increased maturity levels, as defined in best practice frameworks (International Organization for Standardization (ISO), Information Technology Infrastructure Library methodology or the Control Objectives for Information and Related Technology (COBIT))

Strategy

25.53 The subprogramme is the responsibility of the Information and Communications Technology Service. The Service, in coordination with the Chief Information Technology Officer and the Office of Information and Communications Technology, will continue to focus on implementation of the Organization's policies on ICT. More specifically, the activities will focus on:

(a) Translating the functional and operational requirements of the United Nations into the effective and efficient acquisition and implementation of ICT solutions with a focus on improving the management of information and resources;

(b) Identifying service requirements and defining commensurate delivery and support activities and structures;

(c) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(d) Promoting the achievement of substantive objectives of the Organization through the implementation of ICT solutions, including the enterprise resource planning system.

Subprogramme 7
Library services (Geneva)

Objective of the Organization: To build past, present and future collective recorded knowledge of the United Nations and of related external resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) More efficient and user-friendly access to a broader range of recorded knowledge of the United Nations and external library resources	(a) (i) Increased access to online and digitized information resources (ii) Positive reviews of the United Nations Office at Geneva website measured through a web-based survey
(b) Improved implementation of records management standards and best practices, through the United Nations Office at Geneva, solidifying United Nations institutional memory	(b) (i) Increased number of file classification schemes and/or retention schedules established (ii) Increased volume of electronic records transferred to the Records Management System (in gigabytes)
(c) Improved knowledge-sharing for cultural exchange and education and dialogue on key United Nations issues	(c) Increased number of participants in activities organized by the Library

Strategy

25.54 The subprogramme is the responsibility of Library services at the United Nations Office at Geneva, which is mandated with providing information and knowledge management services, processing and preserving United Nations

documentation and valuable heritage collections, managing the League of Nations archives and the records and archives of the United Nations Office at Geneva and implementing and managing the Office's cultural programmes.

25.55 The Library will enhance and improve access to past, present and future collective recorded knowledge of the United Nations, as well as to external content supporting such knowledge, by continuously adapting library and archives services to the changing needs of stakeholders, implementing communications activities to inform stakeholders about information resources and services and improving the user experience on the website of the United Nations Office at Geneva. The digital library and archives will be expanded and efforts will be increased to foster efficient and standard-compliant records management and provide long-term stewardship and guaranteed access to the collections. This will contribute to building and preserving the institutional memory and the information resources of the United Nations, which support the work of the Organization. Striving to become a hub for knowledge-sharing and a strong player in the networked information environment, the Library will increase its presence in international collaborative projects, continue to provide a platform for the celebration of diversity across cultures and between Member States and the international community and expand its outreach programme for exchange, education and dialogue on key United Nations issues.

C. United Nations Office at Vienna*

Subprogramme 2
Programme planning, budget and accounts (Vienna)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Vienna

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Overall resources for the programme budget are better managed	(a) (i) Maintain level of unliquidated obligations and cancellation of prior-period obligations as a percentage of final appropriation
	(ii) Maintain the turnaround time for the issuance of extrabudgetary allotments
	(iii) Reduced percentage variance between extrabudgetary allotments and expenditures
(b) Improved integrity of financial data	(b) (i) Unqualified audit opinion of the Board of Auditors on financial statements
	(ii) No more than two significant adverse audit findings related to other financial matters

* The Department of Management at Headquarters is solely responsible for the implementation of subprogrammes 1 and 5.

(c) Timely and accurate financial transactions	(c) (i) Maintain the percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents (ii) Reconciliation of bank accounts within 30 days of month's end

Strategy

25.56 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to strengthen the monitoring of budget performance, financial control and reporting. The Service will continue to assist all programme entities of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime in the areas of programme planning, budgeting, implementation and reporting on budget implementation and financial management. The strategy will include: (a) improving client services and simplifying administrative processes; (b) providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review of procedures and effective budget implementation; (c) strengthening internal financial controls and streamlining financial procedures and guidelines to ensure effective financial management; (d) improving current procedures for the administration of extrabudgetary funds, including further increasing the timeliness of responses to client departments and offices; (e) participating in the formulation of, and keeping abreast of, changes and developments in the United Nations policy on budget, finance, treasury and related areas, in particular as regards the new enterprise resource planning system and IPSAS.

Subprogramme 3
Human resources management (Vienna)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Vienna in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Percentage of staff members benefiting from the minimum target of 5 days' training per year (ii) Increased percentage of staff responding to survey who express satisfaction with the overall services provided by the Human Resources Management Service

(b) Improved recruitment, placement and promotion, as well as facilitation of greater geographical representation and gender balance of staff	(b) (i) Increased selection of candidates from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges (ii) Increased percentage of female staff in the Professional and higher categories (iii) Average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised

Strategy

25.57 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of: (a) staff development, by upgrading the staff's substantive and technical skills, linking learning and training initiatives closely to the performance appraisal system, succession planning, performance management, career development mechanisms, improved conditions of service and gender mainstreaming; (b) strengthening a mechanism of staff and management accountability and responsibility at all levels; (c) fostering a more mobile, versatile and multi-skilled workforce; and (d) in coordination with the International Atomic Energy Agency (IAEA), making efforts to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Vienna.

Subprogramme 4
Support services (Vienna)

1. Objective of the Organization: To ensure the efficient and effective functioning of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime, and affiliated entities with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided as per established turnaround time
(b) Savings achieved in travel costs for the Organization	(b) Maintenance of savings achieved relative to the full cost of travel

2. Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of clients responding to surveys who express satisfaction (ii) Maintenance of number of weeks between final statement of work and contract award
(b) Enhanced level of international competition	(b) Increased number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition	(c) Increased number of registered vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement, ensuring international competition in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

3. Objective of the Organization: To provide comprehensive library and information services for the Secretariat units at Vienna, field offices and Permanent Missions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness and usage of electronic research resources	(a) Increase usage of electronic library resources available at the Organization

Strategy

25.58 This subprogramme is the responsibility of the General Support Services and Library Services of the Division for Management. The focus will be on: (a) maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other organizations of the United Nations system located at the Vienna International Centre; (b) improving the record-keeping standards for the United Nations Office at Vienna and the United Nations Office on Drugs and Crime, with a view to the achievement of a paperless office, focusing, in particular, on the electronic distribution and archiving of documents; (c) pursuing energy-saving and environmentally friendly measures at the Vienna International Centre; (d) improving the efficiency of general services by introducing cost-containment measures in photocopying and printing services, mail services and facilities alternation services at the United Nations Office at Vienna; (e) continuing to improve quality and reduce processing time in the area of procurement through increased automation and the further rationalization of the procurement process, wherever possible; (f) extending training of procurement processes to the field offices of the United Nations Office on Drugs and Crime; and (g) improving outreach services of the Library to the United Nations Office at Vienna and the

United Nations Office on Drugs and Crime, especially in the use of electronic resources.

Subprogramme 6
Information and communications technology operations (Vienna)

Objective of the Organization: To facilitate the achievement of the operational goals of the Organization through information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Increased number of substantive services automated or enhanced by ICT projects (ii) Increased percentage of ICT services enhanced or automated (iii) Percentage of ICT services that meet agreed upon service levels
(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of ICT services provided with increased maturity levels as defined by best practice frameworks (International Organization for Standardization (ISO), the Information Technology Infrastructure Library methodology or Control Objectives for Information and Related Technology (COBIT))

Strategy

25.59 The subprogramme is the responsibility of the Information Technology Service of the Division for Management. The emphasis of the Service's work programme will be on: (a) translating the Organization's functional and operational requirements into the effective and efficient implementation of ICT solutions, with a focus on improving the management of information and resources; (b) identifying service requirements and defining commensurate delivery and support activities and structures; and (c) defining comparable levels of performance with industry benchmarks and monitoring performance.

D. United Nations Office at Nairobi*

Subprogramme 2
Programme planning, budget and accounts (Nairobi)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Nairobi

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Overall resources for the programme budget are better managed	(a) (i) Reduced obligations and cancellations of prior-period obligations as a percentage of final appropriation
	(ii) Reduction in the turnaround time for issuance of extrabudgetary allotments
	(iii) Reduced percentage in the variance between extrabudgetary allotments and expenditures
(b) Timely approval of extrabudgetary budgets and timely payments thereof by clients	(b) (i) Extrabudgetary budgets approved with minimal amendments within 30 days
	(ii) Percentage of extrabudgetary receivables over 12 months
(c) Improved integrity of financial data	(c) (i) Unqualified audit opinion of the Board of Auditors on the IPSAS-compliant financial statements
	(ii) Absence of significant adverse audit findings
(d) Timely and accurate financial transactions	(d) (i) Maintain percentage of payments processed and transactions recorded within 30 days of the receipt of all appropriate documents
	(ii) Reconciliation of bank accounts within 30 days after month's end

Strategy

25.60 The subprogramme is the responsibility of the Budget and Financial Management Service of the Division of Administrative Services. During the biennium, the Service will continue taking advantage of technological innovations to streamline financial and budgetary processes and to strengthen monitoring, financial control and reporting. The strategy will include:

* The Department of Management at Headquarters is solely responsible for the implementation of subprogrammes 1 and 5.

(a) Managing the utilization of resources by leveraging technology to improve services to clients and to simplify administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Reviewing, on a regular basis, the workflow procedures to identify ways of ensuring a more efficient and faster response to clients;

(e) Participating in the formulation of, and keeping abreast of, changes and developments within the new enterprise resource planning system. IPSAS support teams at the United Nations Office at Nairobi will continue to collaborate with Headquarters to mitigate risks and ensure implementation of IPSAS according to plan.

Subprogramme 3
Human resources management (Nairobi)

Objective of the Organization: To support our client departments in achieving their strategic objectives by providing them with efficient and effective human resources management services

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Percentage of staff members benefiting from the minimum target of 5 days' training per year
	(ii) Increased percentage of staff responding to surveys, who express satisfaction with the overall services provided by the Human Resources Management Service
(b) Improved occupational health services	(b) (i) Increased percentage of clients expressing satisfaction with health-care services rendered to staff
	(ii) Percentage of medical clearances done within 5 working days
(c) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff	(c) (i) Increased selection of candidates from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges
	(ii) Percentage of female staff in the Professional and higher categories
	(iii) Average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised

Strategy

25.61 The subprogramme is the responsibility of the Human Resources Management Service. The Service will aim to achieve excellence in service delivery through the implementation of a strategy based largely on the following specific action areas:

(a) Streamlining procedures and processes and introducing online administrative applications;

(b) Keeping staff informed of the United Nations rules and their entitlements through policy briefs, online notifications/pamphlets and outreach activities;

(c) Promoting a service-focused, client-oriented work culture among the human resources staff that values better employee relations and service delivery;

(d) Promoting needs-based training programmes to enhance managerial leadership skills and staff career progression;

(e) Assisting departments in meeting their staffing targets through assistance with recruitment activities and the timely issuance of quarterly reports on their performance;

(f) Advocating quality of work-life balance and improvement of the working environment by promoting flexitime, telecommuting and providing stress counselling services and health management advice;

(g) Providing policy advice to management on human resources matters;

(h) Fostering a more mobile, versatile and multi-skilled workforce.

Subprogramme 4
Support services (Nairobi)

1. Objective of the Organization: To ensure the effective and efficient functioning of the United Nations Office at Nairobi with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Decrease in the number of infrastructure system malfunctions in services provided
(b) Improved management of facilities	(b) Increased percentage of capital maintenance programmes that are standardized, complete and up to date
(c) Savings achieved relative to the full cost of travel	(c) Maintenance of savings achieved relative to the full cost of travel

2. Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts (ii) Reduction in the average number of weeks between final statement of work and contract award on major acquisitions
(b) Enhanced level of international competition	(b) Increased number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	(c) Increased number of registered vendors from developing countries and countries with economies in transition participating in the United Nations procurement process, ensuring international competition in accordance with financial regulation 5.12 of the financial Regulations and Rules of the United Nations

Strategy

25.62 The subprogramme is the responsibility of the Support Services Service of the Division of Administrative Services. The Service will seek to harmonize policies and procedures, concentrate on redesigning process flows, build capacity, introduce common services, build partnerships with clients and improve infrastructure. It will focus on:

(a) Reducing the turnaround time for the provision of facilities services;

(b) Improving and upgrading facilities;

(c) Further improvement of quality and processing time in the area of procurement through increased automation and further rationalization of the procurement process.

Subprogramme 6
Information and communications technology operations (Nairobi)

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the functional and operational goals of the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat) and the United Nations Office at Nairobi by leveraging information and communication technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capabilities of the Organization in the management of its activities	(a) (i) Increased number of substantive services automated or enhanced by ICT projects (ii) Increased percentage of ICT services enhanced or automated (iii) Percentage of ICT services that meet agreed upon service levels
(b) Enhanced alignment of standardized service and project delivery processes with best practices	(b) Increased number of ICT services provided with increased maturity levels as defined by best practice frameworks (International Organization for Standardization (ISO), the Information Technology Infrastructure Library methodology or the Control Objectives for Information and Related Technology (COBIT))

Strategy

25.63 The subprogramme is responsible for providing ICT services for UNEP, UN-Habitat and the United Nations Office at Nairobi. The strategy will include:

(a) Meeting the Organization's functional and operational requirements through the effective and efficient implementation of ICT solutions, with a focus on improving the management of information and resources;

(b) Identifying service requirements and defining commensurate delivery and support activities and structures;

(c) Defining comparable levels of performance with industry benchmarks and monitoring performance.

Legislative mandates

Overall

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations
42/211	Implementation of General Assembly resolution 41/213
52/12 A and B	Renewing the United Nations: a programme for reform
55/231	Results-based budgeting
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/1	2005 World Summit Outcome
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
62/236	Questions relating to the proposed programme budget for the biennium 2008-2009
62/238	Special subjects relating to the proposed programme budget for the biennium 2008-2009
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
64/244	Proposed programme budget for the biennium 2010-2011
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/247	Special subjects relating to the proposed programme budget for the biennium 2012-2013
66/248	Programme budget for the biennium 2012-2013

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

General Assembly resolutions

57/307	Administration of justice in the Secretariat
58/268	Programme planning
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures
58/316	Further measures for the revitalization of the work of the General Assembly
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244
59/275	Programme planning
59/283	Administration of justice at the United Nations
59/313	A strengthened and revitalized General Assembly
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies
61/261	Administration of justice at the United Nations
61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
62/228	Administration of justice at the United Nations
63/253	Administration of justice at the United Nations
63/262	Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity
63/276	Accountability framework, enterprise risk management and internal control framework, and results-based management framework
64/259	Towards an accountability system in the United Nations Secretariat
65/251	Administration of justice at the United Nations
66/237	Administration of justice at the United Nations

Subprogramme 2
Programme planning, budget and accounts

General Assembly resolutions and decisions

49/233	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
57/575	Results-based budgeting
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/234	Financial reports and audited financial statements, and reports of the Board of Auditors
60/257	Programme planning
61/233	Financial reports and audited financial statements, and reports of the Board of Auditors
61/235	Programme planning
62/223	Financial reports and audited financial statements, and reports of the Board of Auditors
62/224	Programme planning
63/246	Financial reports and audited financial statements, and reports of the Board of Auditors
63/247	Programme planning
64/268	Financial reports and audited financial statements, and reports of the Board of Auditors
64/229	Programme planning
65/243 A and B	Financial reports and audited financial statements, and reports of the Board of Auditors
65/244	Programme planning
66/8	Programme planning
66/232	Financial reports and audited financial statements, and reports of the Board of Auditors

Subprogramme 3
Human resources management

General Assembly resolutions

49/222 A and B	Human resources management
51/226	Human resources management
52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations

53/221	Human resources management
55/258	Human resources management
57/305	Human resources management
58/144	Improvement of the status of women in the United Nations system
59/266	Human resources management
60/238	Human resources management
61/239	United Nations common system: report of the International Civil Service Commission
61/244	Human resources management
61/262	Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda
61/274	Comprehensive proposal on appropriate incentives to retain staff of the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia
62/248	Human resources management
63/250	Human resources management
63/271	Amendments to the Staff Regulations
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
64/260	Special subjects relating to the programme budget for the biennium 2010-2011
65/247	Human resources management
65/248	United Nations common system: report of the International Civil Service Commission
66/234	Human resources management
66/235	United Nations common system: report of the International Civil Service Commission

Subprogramme 4
Support services

General Assembly resolutions and decisions

31/194	Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna
56/286	Strengthening the security and safety of United Nations premises
57/279	Procurement reform
57/304	Information and communication technology strategy

58/263	Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system
58/272	Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy
58/276	Outsourcing practices
58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes
58/278	Report of the Joint Inspection Unit on common and joint services of the United Nations system organizations at Vienna
59/276	Questions relating to the programme budget for the biennium 2004-2005
59/288	Procurement reform
61/246	Procurement reform
61/251	Capital master plan
62/87	Capital master plan
62/269	Procurement reform
63/263	Questions relating to the programme budget for the biennium 2008-2009
63/268	Special subjects relating to the programme budget for the biennium 2008-2009, section III
63/270	Capital master plan
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013

Subprogramme 5
Information and communications technology strategic management and coordination

General Assembly resolutions

52/12 A and B	Renewing the United Nations: a programme for reform
57/304	Information and communication technology strategy
59/275	Programme planning
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/235	Programme planning
62/224	Programme planning
62/250	Support account for peacekeeping operations

63/247 Programme planning

63/262 Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity

63/269 Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters

63/287 Support account for peacekeeping operations

66/246 Questions relating to the proposed programme budget for the biennium 2012-2013

66/247 Special subjects relating to the proposed programme budget for 2012-2013

Subprogramme 6
Information and communications technology operations

General Assembly resolutions

57/304 Information and communication technology strategy

58/272 Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communications technology strategy

63/262 Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity

63/269 Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters

63/287 Support account for peacekeeping operations

66/246 Questions relating to the proposed programme budget for the biennium 2012-2013

66/247 Special subjects relating to the proposed programme budget for 2012-2013